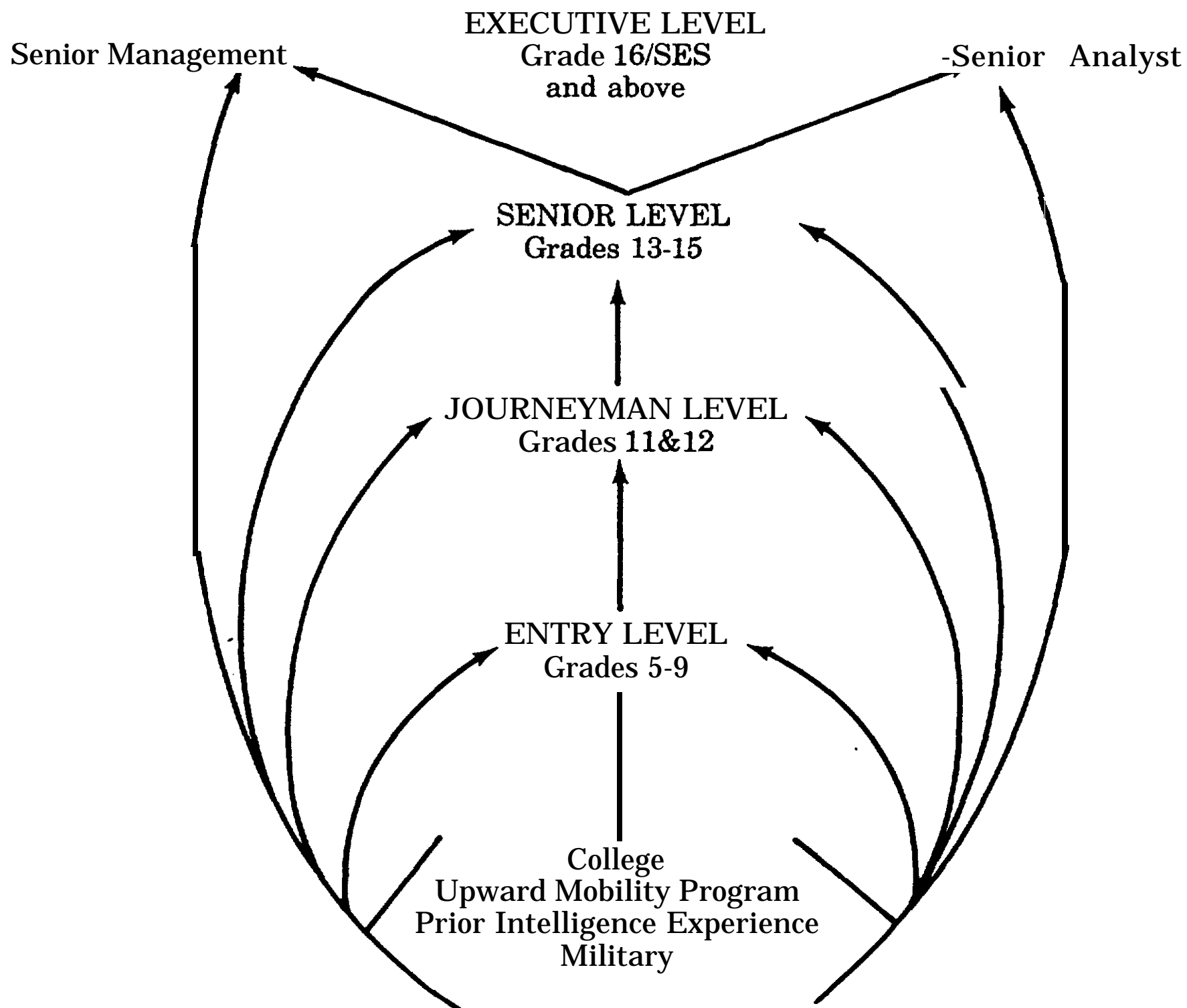


CHAPTER 6

DOD-WIDE INTELLIGENCE  
CAREER DEVELOPMENT PROGRAM CAREER PATTERN



Intake into the ICDP can be from within an agency, other government agencies, **related** occupations in the Department of Defense, from military service, private industry, or college. The arrows reflected above symbolize that this intake can beat any level. Referral for vacant positions grade 13 and above is mandatory through the DISCAS. Referral for vacant positions grade 12 and below is at the option of management (see chapter 5).

## TYPICAL DEVELOPMENTAL ASSIGNMENTS FOR 0132 PERSONNEL

CAREER LEVEL	GENERALIST	SPECIALIST
Entry Grade 05-09	<ul style="list-style-type: none"> <li>— Assignments under supervision</li> <li>– Two or more rotated job assignments (Not less than 6 months duration; Geographical/Functional assignments.)</li> <li>– Progressive assignments with more responsibility</li> </ul>	— Same as Generalist
Journeyman Grade 11 & 12	<ul style="list-style-type: none"> <li>– Assignments having responsibility for coordination and completion of a final/finished product</li> <li>– Assignments requiring coordination with others</li> <li>— Assignments to overseas commands and attache offices</li> <li>– Task force/committee assignments</li> <li>– Regular and rotated jobs to be completed with minimum supervision</li> </ul>	– Same as Generalist
Senior Grade 13-15	<ul style="list-style-type: none"> <li>– Assignments requiring supervision of others</li> <li>– Assignments that require inputs from others to complete a finished report</li> <li>— Assignment to overseas commands and attache offices</li> <li>— Assignments requiring responsibility for coordination and final completion</li> <li>– Task force/committee assignments</li> <li>– Team leader</li> </ul>	<ul style="list-style-type: none"> <li>– Assignments that require inputs from others to complete a finished report</li> <li>— Assignments to overseas commands and attache offices</li> <li>– Assignments requiring responsibility for coordination and final completion</li> <li>– Task force/committee assignments</li> <li>— Team Leader</li> </ul>
Executive Grade 16 & above	<ul style="list-style-type: none"> <li>– Policy determination assignment</li> <li>– Responsibility for supervision of entire staff</li> <li>– Team Leader</li> <li>– Assignments to task force/committee dealing with national policy matters</li> </ul>	<ul style="list-style-type: none"> <li>– Assignments requiring a high degree of specialized professional competency</li> <li>— Assignments to task force/ committee dealing with national policy matters</li> </ul>

## TYPICAL DEVELOPMENTAL ASSIGNMENTS FOR S&amp;T PERSONNEL

CAREER LEVEL	GENERALIST	SPECIALIST
Entry Grade 05-09	<ul style="list-style-type: none"> <li>– Assignments to specific functions and projects with extensive supervision</li> <li>– Two or more rotated job assignments (not less than 6 months)</li> <li>– Progressive assignments with more complexity and responsibility</li> </ul>	– Same as Generalist
Journeyman Grade 11 & 12	<ul style="list-style-type: none"> <li>– Assignments having responsibility for coordination and completion of a final/finished product</li> <li>– Assignments requiring coordination with others</li> <li>– Rotational assignment to expand technical competence and maintain currency</li> <li>– Assignments requiring supervision of others</li> <li>– Special project assignments</li> <li>– Task force/committee assignments</li> <li>– Participation in conferences and meetings</li> <li>– Assignments to more complex functions and projects requiring increased independence and creativity</li> </ul>	– Same as Generalist
Senior Grade 13-15	<ul style="list-style-type: none"> <li>– Assignments requiring supervision of others</li> <li>– Rotational assignment to broaden skills and experiences</li> <li>– Task force/committee assignments</li> <li>– Team Leader</li> <li>– Assignments requiring extensive contacts with key officials</li> <li>– Staff assignments requiring extensive coordination, evaluation, comprehensive reporting and final completion</li> </ul>	<ul style="list-style-type: none"> <li>– Assignments requiring specialized professional expertise essential to accomplishment of mission</li> <li>– Assignments that require analysis of inputs to complete a finished report</li> <li>– Rotational assignment to expand technical competence</li> <li>– Assignments requiring responsibility for coordination and final completion</li> <li>– Task force/committee assignments</li> <li>– Team leader</li> <li>– Assignments requiring performance of staff advisory, consulting and reviewing services</li> <li>– Assignments which involve extensive planning, research, and analysis</li> </ul>
Executive Grade 16 & above	<ul style="list-style-type: none"> <li>– Policy determination assignment</li> <li>– Responsibility for supervision of entire staff</li> <li>– Task force/committee assignments dealing with national policy matters</li> </ul>	<ul style="list-style-type: none"> <li>– Assignments requiring specialized professional expertise essential to accomplishment of mission</li> <li>– Task force/committee assignments dealing with national policy matters</li> </ul>

TRAINING AND EDUCATIONAL REQUIREMENTS  
FOR INTELLIGENCE ANALYSTS (0132 Series)

CAREER LEVEL	MANDATORY**	DESIRABLE
ENTRY Grade 05-09	<ul style="list-style-type: none"><li>*1. Joint Intelligence Course or Intelligence Analyst Course</li><li>2. Scientific &amp; Technical Intelligence Analyst Introductory Course (for S&amp;TI production analysts)</li><li>*3. Technical and/or Area Studies</li><li>*4. Report Writing</li><li>*5. Basic Photo Interpretation (for selected personnel in the Imagery Analysis Career Field)</li><li>6. Defense Sensor Interpretation and Applications Training Program (for selected personnel in the Imagery Analysis Career Field)</li></ul>	<ul style="list-style-type: none"><li>1. Joint Intelligence Course (for S&amp;TI production analysts) or Intelligence Analyst Course (for S&amp;TI production analysts)</li><li>2. ADP Courses (for selected personnel)</li><li>3. DIAOLS/COINS Course (for selected personnel)</li><li>4. Reading Improvement</li><li>5. Oral Communications/ Briefing Techniques (for selected personnel)</li><li>6. Advanced Academic Study (full time or after hours)</li><li>7. Foreign Language Training (for selected personnel)</li><li>8. Ballistic Missile Staff Course (for selected personnel)</li><li>9. Introduction to Defense Intelligence Research and Analysis (IDIRA) (for selected personnel)</li></ul>
JOURNEYMAN Grade 11-12	<ul style="list-style-type: none"><li>1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential)</li><li>2. Information Science (e.g., OPM ADP courses or other appropriate Information Science Training)</li><li>*3. Technical and/or Area Studies</li><li>*4. Briefing Techniques (e.g., DoD, in-house or contractor training)</li></ul>	<ul style="list-style-type: none"><li>1. Post Graduate Intelligence Program/ MSSI</li><li>2. Nuclear Weapons Orientation Advanced Course (for selected personnel)</li><li>3. Armed Forces Staff College (Grade 12)</li><li>4. Advanced Academic Study (full time or after hours)</li><li>5. Foreign Language Training (for selected personnel)</li><li>6. Reading Improvement</li><li>7. Oral and Written Communication Improvement</li><li>8. Rotational Assignment within/outside component to appropriate organization</li><li>9. Intelligence Indications and Warning Course***</li><li>10. Advanced DIAOLS/COINS (for selected personnel)</li></ul>

\*See Creditable training/experience in career course description section.  
\*\* Mandatory for career development purposes (see chapter 1, paragraph XIII.B.)  
\*\* \*Course limited to current watch analysts, projected, or near term for watch duty.

CAREER LEVEL	MANDATORY**	DESIRABLE
SENIOR Grade 13-14-15	<p>*1. National Senior Intelligence Course (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects)</p> <p>*2. Technical and/or Area Studies</p> <p>*3. Component-designated Management/ Supervisory Training (e.g., Brookings Institute of Management, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses, Service/DoD Management Courses or other appropriate management training)</p>	<p>1. National War College (National Defense University (NDU)) (Grade 14/15)</p> <p>2. Industrial College of the Armed Forces (Grade 14/15) (NDU)</p> <p>3. Service War Colleges</p> <p>4. Armed Forces Staff College</p> <p>5. Information Sciences (e.g., appropriate information science training)</p> <p>6. Advanced academic study (full time or after hours)</p> <p>7. Intermediate Executive Orientation</p> <p>8. Reading Improvement</p> <p>9. Oral and Written Communication Improvement</p> <p>10. Rotational Assignment within/ outside component to appropriate organization</p> <p>11. Intelligence Collection Management Course</p>
EXECUTIVE Grade 16 and above	<p>1. Component-designated Management Training (e.g., Brookings Institute of Management, Federal Executive Institute, Defense Management Systems Course, Office of Personnel Management Executive Seminars, Academic Management Courses or other appropriate management training)</p>	<p>1. National War College (National Defense University (NDU))</p> <p>2. Service War Colleges</p> <p>3. Industrial College of the Armed Forces (NDU)</p> <p>4. Senior Executive Information Management Course</p> <p>5. Information Sciences (e.g., appropriate information science training)</p>

\*See creditable **training/experience** in career course description section.

\* **Mandatory** for career development purposes (see chapter 1, paragraph XIII.B).

**\*TRAINING EDUCATIONAL REQUIREMENTS FOR  
SCIENTIFIC AND TECHNICAL INTELLIGENCE ANALYSTS**

LEVELS	MANDATORY**	DESIRABLE
ENTRY Grade 05-09	<p>*1. Scientific and Technical Intelligence Analysts Introductory Course</p> <p>2. Technical/Specialty Courses, Advanced Academic Study or Professional Conference/Seminars (as required to maintain state-of-the-art knowledge in specialty field)</p> <p>*3. Report Writing (i.e., effective writing, technical writing, writing techniques)</p>	<p>1. Reading Improvement</p> <p>2. Oral Communications/Briefing Techniques (for selected personnel)</p> <p>3. ADP Courses (for selected personnel)</p> <p>4. DIAOLS/COINS Course (for selected personnel)</p> <p>5. Ballistic Missile Staff Course (for selected personnel)</p> <p>6. Foreign Language Training (for selected personnel)</p> <p>7. Joint Intelligence Course (for S&amp;TI production analysts)</p>
JOURNEYMAN Grade 11-12	<p>1. Supervisory Training (for personnel in supervisory positions and for selected personnel with recognized supervisory potential)</p> <p>*2. Information Science (e.g., OPM 'ADP courses or other appropriate information science training)</p> <p>3. Technical/Specialty Courses, Advanced Academic Study, or Professional Conferences/Seminars (as required to maintain state-of-the-art knowledge in specialty field)</p> <p>*4. Briefing Techniques (e.g., DoD in-house, or contractor training)</p>	<p>1. Post Graduate Intelligence Program/ MSSI</p> <p>2. Nuclear Weapons Orientation Advanced Course (for selected personnel)</p> <p>3. Reading Improvement</p> <p>4. Oral and Written Communication Improvement</p> <p>5. Foreign Language Training (for selected personnel)</p> <p>6. Rotational Assignment or training within/outside component to S&amp;T, R&amp;D, or appropriate organization</p> <p>7. Armed Forces Staff College (Grade 12)</p> <p>8. CIRCOL Training (for selected personnel)</p> <p>9. Advanced DIAOLS/COINS (for selected personnel)</p>

\*See creditable training/experience in career course description section.  
\*\*Mandatory for career development purposes (see chapter 1, paragraph ~-B)-

LEVELS	MANDATORY* *	DESIRABLE
SENIOR Grade 13-14-15	<p>*1. National Senior Intelligence Course (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects)</p> <p>*2. Component-designated <b>Management/Supervisory Training</b> (e.g., Brookings Institute of Management, Defense Management Systems Course, <b>Office of Personnel Management Executive Seminars</b>, Academic Management Courses, <b>Service/DoD Management Courses</b> or other appropriate management training)</p> <p>3. Technical/Specialty Courses, Advanced Academic Study, or Professional Conferences/Seminars (as required to maintain state-of-the-art knowledge in specialty field)</p>	<p>1. National War College (NDU) (Grade 14/15)</p> <p>2. Industrial College of the Armed Forces (Grade 14/15) (NDU)</p> <p>3. Service War Colleges</p> <p>4. Armed Forces Staff College</p> <p>5. Information Science (e.g., appropriate information science training)</p> <p>6. Intermediate Executive Orientation</p> <p>7. Oral and Written Communication Improvement</p> <p>8. Reading Improvement</p> <p>9. Rotational assignment or training within/outside component to S&amp;T, R&amp;D or appropriate organization</p>
EXECUTIVE Grade 16 and above	<p>*1. Componentdesignated Management Training (e.g., Brookings <b>Institute of Management</b>, Federal Executive Institute, Defense Management Systems Course, <b>Office of Personnel Management Executive Seminars</b>, Academic Management Courses or other appropriate management training)</p> <p>2. Technical/Specialty Courses, Advanced Academic study, or <b>Professional Conference/Seminars</b> (as required to maintain state-of-the-art knowledge in specialty field)</p>	<p>1. National War College (NDU)</p> <p>2. Service War Colleges</p> <p>3. Industrial College of the Armed Forces (NDU)</p> <p>4. Senior Executive Information Management Course</p> <p>5. Information Sciences (e.g., <b>appropriate information science training</b>)</p>

\*See creditable **training/experience** in career course description **section**.

\*\*Mandatory for **career** development **purposes** (see chapter 1, paragraph ~<sup>o B</sup>).

\*Representative List of Technical/Specialty Training and Education for Scientific and Technical Intelligence Personnel.

1. Engineering Field — Advanced Academic Study or Technical or Technical/Specialty Courses appropriate for selected personnel would include, but not be limited to:

Aerospace/Aerodynamics	Orbital Mechanics
Applied Physics	Propulsion
Electronics	Radar
Engineering Management	R&D Facility Engineering
Engineering Mathematics	Structures
Flight Mechanics	Systems Engineering
Guidance & Control	Telemetry
Hydrodynamics	Test Facility Engineering
Lasers	Thermodynamics
Optics	Weapons Effects

2. Physical Science Field — Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Ballistics	Metallurgy
Chemistry	Meteorology
Geography	Oceanography
Geology	Physics/Geophysics
Materials Science	Propulsion

3. Biological Science Field – Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Bacteriology	Epidemiology
Behavioral Sciences	Genetics
Biochemistry	Human Factors Engineering
Biology/Biophysics	Human Physiology
Biotechnology	Microbiology
Botany	Molecular Biology
Cell Physiology	Pharmacology
Cybernetics	Radiation Biology
Cytogenetics	Stress Physiology
cytology	zoology
Ecology	

4. Mathematical Field — Advanced Academic Study or Technical/Specialty Courses as appropriate for selected personnel would include, but not be limited to:

Applied Mathematics  
Decision Theory  
Engineering Principles  
Information Science  
Operations Research  
Statistics



**\*CAREER COURSES FOR 0132 AND S&T SERIES BY CAREER LEVEL**

Mandatory–M\*

Desired–D

**ENTRY LEVEL GS-05 THRU 09**

<b>COURSE</b>	<b>OBJECTIVE (AND EQUIVALENCY)</b>
1. ADP Courses (for selected personnel) Desired Location: In-House contractor	To provide inexperienced professional personnel with the basic knowledge and skill necessary to do productive work utilizing ADP in the intelligence functions.
2. Advanced Academic Study (full time or after hours) Desired Lot: Civilian College or University	To foster creative thinking, encourage intellectual curiosity, and maintain a high degree of competency among professional personnel.
3. Space and Missile Orientation Course (for selected personnel) Desired Loc: Vandenberg AFB CA	Provides training for analysts assigned to a specialty requiring knowledge of the U.S. Ballistic Missile Program.
4. Basic Photo Interpretation (for selected personnel in the Imagery Analysis Career Field) Mandatory for 132s Lot: Goodfellow AFB TX	To provide Entry-Level professionals hired as Photo Interpreters with an understanding of fundamental administrative procedures and interpretation techniques in the imagery field. (Comparable military or government sponsored course in photo interpretation)
5. Defense Sensor Interpretation and Applications Training Program (for selected personnel in the Imagery Analysis Career Field) Mandatory for 132s Lot: Goodfellow AFB TX	To provide professional imagery interpreters with skills in advanced multisensory intelligence gathering and interpretation.
6. DIAOLS/COINS Course (for selected personnel) Desired Loc: Defense Intelligence College (DIC)	Course designed to provide the trainee with a user capability in and an understanding of basic automated tool of intelligence analysis.
7. Foreign Language Training (for selected personnel) Desired Lot: Foreign Service Institute, USDA Graduate School, Other	To maintain and/or increase proficiency sufficient to meet job requirements in language(s) previously studied.
8. Intelligence Analyst Course (IAC) Mandatory for 132s Desired for S&TI Production Analysts Lot: DIC	To know the role of the analyst in the intelligence community and process; to know a wide range of analytical techniques, methodologies, and approaches applicable to the collection production, and dissemination phases of the intelligence process. (JIC and 1 year experience as intelligence analyst or 2 years experience as intelligence analyst)

\*Mandatory for career development purposes (see chapter 1, paragraph XIII. B).

9. Joint Intelligence Course (JIC) To know the purpose, major functions, and organization of joint and combined intelligence activities, and Mandatory  
Desired for S&TI Production Analysts their application to worldwide challenges posed to U.S. national security interests. (1 year experience as analyst in intelligence)  
Lot: DIC
10. Oral Communications/Briefing Techniques (for selected personnel) To increase the effectiveness of analyst's oral communications and professional briefings. (Comparable course from government or educational sources prior to assignment. Met if attended IAC.)  
Desired  
Lot: In-House contractor
11. Reading Improvement To enable personnel to increase rate and comprehension in reading skill and adjust reading techniques to varied types of material. (Comparable course from government or educational sources prior to assignment.)  
Desired  
Lot: In-House contractor
12. Report Writing To guide personnel in the use of techniques for making their written communications more effective. (Comparable course from government or educational sources prior to assignment. Met if attended IAC.)  
Mandatory  
Loc: In-House contractor
13. Scientific & Technical Intelligence To provide newly assigned scientific and technical Analyst Introductory Course (STIAIC) (S&T) intelligence analysts with a knowledge of the Mandatory - (for S&TI Production S&T intelligence community, the elements comprising the intelligence cycle, and the fundamentals of S&T intelligence analysis as preparation for their assigned analytical duties. (1 year experience as analyst in S&T intelligence)  
Analysts)  
Loc: DIC
14. Technical/Specialty and/or Area To enable analysts to keep abreast of current Studies Courses, Advanced Academic developments in assigned technical area, and toob- Study or Professional Conference tain essential background information in assigned Seminars Mandatory (for S&TI Pro- geographic area. (Previous duty assignments in geographic area concerned)  
duction Analysts)  
Loc: In-House, Foreign Service Institute, DoD Facilities, Civilian College/University, Other
15. Introduction to Defense Intelligence To know the fundamentals of military capabilities Research and Analysis (IDIRA) analysis. To derive a working familiarity of the role Desired for analysts assigned to DIA of the military capabilities analyst, the appropriate Directorate for Foreign Intelligence analytical techniques and resources, the tasking of col- and delegated producers supporting lection resources, and intelligence production.  
DIA.  
Loc: DIC

## JOURNEYMAN LEVEL GRADE 11 AND GRADE 12

COURSE	OBJECTIVE (AND EQUIVALENCY)
1. Advanced Academic Study (full time or after hours) Desired for 132s Location: SEE ENTRY LEVEL	
2. Advanced DIAOLS/COINS (for selected personnel) Desired Lot: DIC	To enable students to develop complex single and multiple file queries for retrieval of intelligence information from the DIAOLS/COINS System, and be able to write Report Program Generator programs to output DIAOLS System One data; and to know the basic concept of online maintenance for DIAOLS System One files.
3. Armed Forces Staff College Desired Lot: Norfolk, VA	To provide an understanding of total U.S. military capability and the environment in which it operates with special emphasis on Joint Service applications.
4. Briefing Techniques Mandatory Loc: In-House contractor	To increase effectiveness of professional briefings. (Comparable course from government education sources prior to assignment)
5. CIRCOL Training (for selected personnel) Desired for S&T Loc: Dayton, OH	Course designed to provide the S&T analyst with a user capability in and an understanding of a basic automated tool of intelligence analysis.
6. Foreign Language Training (for selected personnel) Desired Loc: SEE ENTRY LEVEL	
7. Intelligence Collection Management Course Desired for 132s Lot: DIC	To enable students to be cognizant of intelligence collection activities, knowledgeable of major systems' capabilities and limitations, capable of tasking various organizations and systems and qualified to manage collection results.
8. Intelligence Indications and Warning course** Desired for 132s Loc: DIC	To provide an understanding of the fundamentals of warning analysis and the DoD I&W organization, function, operation, and relationships with other elements of intelligence.
9. Nuclear Weapons Orientation Advanced (for selected personnel) Desired Lot: Kirtland AFB, NM	Provides training for analysts assigned to a specialty requiring knowledge of the national nuclear weapons program.

\* \*\*Course limited to current watch analysts, projected, or near term for watch duty.

10. Oral and Written Communication To increase the effectiveness of analyst's oral and written communications.  
Improvement  
Desired  
Lot: In-House contractor
11. Post Graduate Intelligence Program To provide personnel with a graduate level program of study in the principles of strategic intelligence, methodologies of intelligence research, the role of intelligence for joint operations, and the management of intelligence.  
(MSSD)  
Desired  
Lot: DIC
12. Reading Improvement  
Desired  
Lot: SEE ENTRY LEVEL
13. Rotational Assignment within/outside Used for cross-training and development of individuals component to appropriate organization demonstrating high potential at the middle, senior and executive levels.  
Desired  
Loc: Army, Navy, Air Force, DIA, other DoD, government, or private industry
14. Supervisory Training (for personnel in To equip potential and newly appointed supervisors supervisory positions and for selected with the basic skills and knowledge necessary to personnel with recognized supervisory understand and apply effective techniques to supervising employees.)  
potential)  
Mandatory  
Lot: In-House contractor
15. Technical/Specialty and/or Area  
Studies Course, Advanced Academic  
Study or Professional Conference/  
Seminars  
Mandatory  
Loc: SEE ENTRY LEVEL

## SENIOR LEVEL GRADES 13-14-15

COURSE	OBJECTIVE (AND EQUIVALENCY)
1. Advanced Academic Study (full time or after hours) Desired for 132s Location: SEE ENTRY LEVEL	
2. Armed Forces Staff College Desired Lot: SEE JOURNEYMAN LEVEL	
3. Industrial College of the Armed Forces Desired Lot: National Defense University (NDU) Ft. McNair, Washington, D.C.	To provide graduate level study for key civilians in national security, with emphasis on management of resources, including national and international military, economic, political, scientific, and social factors.
4. Intelligence Collection Management Course Desired for 132s Lot: DIC	To enable students to be cognizant of intelligence collection activities, knowledgeable of major systems' capabilities and limitations, capable of tasking various organizations and systems and qualified to manage collection results.
5. Intermediate Executive Orientation Desired Lot: DoD Computer Institute	To understand fundamentals of digital computer capabilities, limitations and applications. Designed for senior level employees who have had little or no training/experience in ADP.
6. Management/Supervisory Training Mandatory Lot: DoD, In-House contractor	To provide training in personnel practices and procedures, communication skills and techniques, interpersonal relationships, and work planning and control. (Comparable course from government or education sources).
7. National Senior Intelligence Course (for selected key personnel whose present or projected duties include national/joint level intelligence responsibilities and/or projects) Mandatory Lot: DIC	To enhance the preparation of selected key DoD civilian personnel for important policy making positions in the national and international security structure. (6 years prior intelligence experience (3 years of which at the National Level))
8. National War College Desired Lot: NDU	To acquaint key civilian personnel with high level military command and policy functions and strategic planning. To prepare participants for more effective performance in joint intelligence functions.
9. Oral and Written Communications Improvement Desired Lot: SEE JOURNEYMAN LEVEL	

10. Reading Improvement  
Desired  
Lot: SEE ENTRY LEVEL
11. Rotational Assignment or Training  
within/outside component to appropriate organization  
Desired  
Lot: SEE JOURNEYMAN LEVEL
12. Service War Colleges  
Desired  
Lot: Army: Carlisle Barracks, PA  
Navy: Newport, RI  
Air Force: Montgomery, AL  
To prepare selected senior civilians for higher level intelligence responsibilities within DoD. (Can be taken by correspondence)
13. Technical/Specialty and/or Area  
Studies Courses, Advanced Academic  
Study, or Professional Conference/  
Seminars  
Mandatory  
Lot: SEE ENTRY LEVEL

## EXECUTIVE LEVEL GRADE 16 AND ABOVE

COURSE	OBJECTIVE (AND <b>EQUIVALENCY</b> )
1. Industrial College of the Armed Forces Desired Location SEE SENIOR LEVEL	.
2. Management Training Mandatory Lot: SEE SENIOR LEVEL	
3. National War College Desired Lot: SEE SENIOR LEVEL	
4. Senior Executive Information Management Course Desired Lot: DoD Computer Institute	To provide executives with an orientation designed to teach fundamentals of digital computer capabilities, limitations, and applications.
5. Service War Colleges Desired <b>Loc:</b> SEE SENIOR LEVEL	
6. Technical/Specialty Courses, Advanced Academic Study or Professional <b>Conferences/Seminars</b> Mandatory for <b>S&amp;Ts</b> <b>Loc:</b> SEE ENTRY LEVEL	

## VII. ENTRY LEVEL TRAINEE PROGRAM

- A. Each DoD component should strive to develop and enlarge upon the professional abilities and skills within its workforce throughout an individual's career. An entry level development plan furthers this objective by providing for the hiring and orderly progression of young employees through a logical pattern of positions designed to both attract these individuals to a career in intelligence and to develop their abilities so as to qualify them to fill responsible intelligence positions at the journeyman level.
- B. As soon as practical after hiring, all new civilian general intelligence personnel should be given a formal orientation concerning the military and intelligence environment in which they will work. All 0132 Series general intelligence personnel will attend the Joint Intelligence Course (2 weeks) or the Intelligence Analyst Course (4 weeks) offered at the Defense Intelligence College or an equivalent formal training course. S&T production personnel will attend the S&T Intelligence Analysts Introductory Course (2 weeks) or an equivalent formal training course. This formal orientation should be followed by organized on-the-job orientation within the elements to which entry level trainees are assigned.
- C. Depending upon initial and planned job assignments, additional entry level training may be required. Individuals who will work in areas wherein their specific academic disciplines will primarily apply, specifically all scientific and technical personnel, should receive the necessary training and education and developmental assignments to provide for progression to journeyman.
- D. In the first 2 years, Intelligence Analyst Trainees should receive two or more rotated job assignments in a geographic and/or functional area. Assignments should be based upon the skills each new-hired employee brings to the job and the needs of the component concerned. The newly-hired employee should be made fully aware of the entry level career plan prior to entry on duty so that the individual is fully aware that directed assignments, including organizational and geographic mobility, can be made at the option of the employing unit.
- E. As a minimum, each entry level employee's performance should be evaluated 6 months after the employee's entry on duty or upon completion of major training/work assignment(s) during this period. Thereafter, for as long as the employee is in training status, the employee should be evaluated upon completion of a training segment/job assignment. These evaluations, normally written, are in addition to the annual performance appraisal prescribed by statute. Additional evaluation procedures of trainee's progress will be the responsibility of each DoD component.
- F. These evaluations and other pertinent information will be available to assist supervisors and other operating officials in assessment of a trainee's progress, developmental assignments, growth potential and selection for courses of instruction. Suggested Guidelines for Evaluation of Trainee's Progress are found in paragraph VIII. below.

## VIII. SUGGESTED GUIDELINES FOR EVALUATION OF TRAINEE'S PROGRESS

- A. The trainee may be evaluated as to each of the following:
  - 1. Overall Progress.



2. Demonstrated ability to apply the training subject matter to the job.
3. Capacity to perform assignments at a higher level of difficulty and/or with greater independence and responsibility.
4. Rate of progression toward capability to perform the duties of the next career position.
5. Ability or inability to demonstrate adaptability.
6. Need for reassignment or removal from the program.

B. In the event a trainee's evaluation does not reflect successful progress, the trainee should be (1) counseled by the supervisor regarding progress, (2) given special tutoring as required, and (3) allowed to continued training. When, in the best judgement of those responsible for the training, it is apparent that the trainee is unable to successfully progress in the prescribed program, his/her trainee status should be terminated.

## IX. CRITERIA FOR SELECTION FOR ADVANCED EDUCATIONAL OPPORTUNITIES

### A. GENERAL

In order to foster creative thinking, encourage intellectual curiosity, and maintain a high degree of competency among personnel in the civilian ICDP, it is essential to provide educational opportunities far and above those generally associated with normal level maintenance training. To this end, DoD components are encouraged to include as a part of their training plan educational opportunities at one or more of the following educational institutions:

1. The National War College (National Defense University (NDU))
2. The Industrial College of the Armed Forces (NDU)
3. The Army War College
4. The Naval War College
5. The Air War College
6. Defense Intelligence College Postgraduate Intelligence Program (Master's Degree Program)
7. The Armed Forces Staff College
8. Selected civilian colleges and universities (above the Bachelor level)
9. Other educational opportunities of comparable duration and quality

### B. CRITERIA FOR SELECTION

The opportunity of having civilian employees attend the above educational institutions affords the DoD components another means of assuring that key civilian personnel are properly equipped to carry out responsible duties. It is

important that management personnel, the Career Panels and the CivilianICDP Career Board devote the necessary time and attention to the proper selection of nominees if each component is to take advantage of this opportunity. In the selection of these personnel, the following criteria will be observed:

1. The employee must have arrived at a point in overall career development where the educational opportunity offered is appropriate and desirable for his/her development within the DoD component. Therefore, the employee must:
  - a. Be employed in a position in which the education received will be of benefit to the employee, and enhance his/her effectiveness.
  - b. If selected, be earmarked for a definite assignment to a position which utilizes the education received. Arrangements for assignment to such a position should be completed prior to completion of the course.
2. The employee must have an appointment without time limitation and be willing, if selected, to agree to remain with the Department of Defense for a period of not less than 3 years upon completion of the course at either the National War College or the Industrial College of the Armed Forces. If selected to attend any other course, the trainee must be willing to agree to remain with the Department of Defense for a period of not less than three times the length of the time spent in training, upon completion of the course, or for such lesser period of time as the employee's service may be required.
3. The employee must have demonstrated overall potential for advancement in the DoD component. Evidence of potential may be received from a review of past appraisal ratings and the number and kinds of awards the employee has received.
4. Minimum grade restrictions should be checked with each institution. Since growth potential of the individual is even more important than grade level, careful consideration should be given to employees in the lower grades of eligibility who demonstrate a potential for advancement.
5. Because of the extremely broad scope of advanced educational courses, and particularly the courses offered at the National War College and the Industrial College of the Armed Forces, employees nominated should have demonstrated a capability to adjust themselves to a variety of substantive fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, and military planning.
6. One of the techniques used by the National War College, Industrial College of the Armed Forces, and the Service War Colleges is the development of projects by small teams or task forces. Students assigned to these teams contribute to the development of the project, jointly examine their individual work and collaborate in the completion of the project. Employees nominated for attendance at one of these colleges should, therefore, have demonstrated an adaptability for teamwork as an approach to the solution of specific problems.